

- Why did Valve choose a flat company organizational hierarchy?
  - It helps to attract more innovators and maintain an environment that will allow them to flourish.
  - Every employee at Valve has the freedom to work on any projects that they think is interesting.
  - No manager to report to, so they don't have to ask for permission for creating a new project.
- What software has **Valve** developed?
  - The Source Engine
    - The game engine that powers many games include:
      - Portal 1 and 2
      - Team Fortress 1 and 2
      - Live 4 Dead 1 and 2
      - Half Life 1, 2, and Alyx
      - Counter Strikes Global Offensive
  - DOTA 2
    - multiplayer online battle arena video game.
  - Steam
    - Platform where players can buy new games online or download natively on their desktop.
    - Platform that allows game developers to distribute their games on.
  - SteamVR
    - Valve's own VR platform
- When should a flat hierarchy be introduced into a company?
  - Flat hierarchy should be introduced into a company if the company is not overly relying on one product from generating revenue.
  - When the company removes excess layers of management and improves the coordination and speed of communication between employees.
  - When the company does not have a deadline for completing a game.
    - When Valve was creating Half Life Alyx, the company does not even mention that there making another Half Life game.
  - To encourage collective engagement.
  - When the company does have to please any shareholder
    - Valve CEO and co-founder Gabe Newell has full ownership of the company and believes in the idea of having a flat hierarchy structure.
  - When the company have small number of employees.
- When should a flat hierarchy **not** be introduced into a company?
  - When the company is going through a financial setback.
  - When the company have a large number of employees.
    - Valve number of employees: 360
    - Amazon number of employees: 575700
  - When there are shareholders who owned a portion of the company.

- Contrast the flat organizational hierarchy with other types of organizational hierarchies
  - The flat organization provides less supervision of employees to increase their involvement in the decision-making process.
- What are the disadvantages to a flat organizational hierarchy?
  - Lack of management
    - Because there are no managers, every employee will have responsibility to manage those who are around them.
  - Flat organizations tend to produce a lot of generalists but no specialists. The specific job function of employees may not be clear.
  - Larger organization like GitHub struggle to adapt the flat structure, unless the company divides into smaller, more manageable units.